



MEMORANDUM



DATE: February 4, 2003

TO: ALL DEPARTMENT TRAINING OFFICERS

FROM: Evelyn Hemenover
Chief
Training Division
(916) 445-5121, fax (916) 324-4050

SUBJECT: Minutes of the Quarterly Department Training Officer Meeting – 1/21/03

The quarterly Department Training Officer meeting was a joint meeting with the Sacramento Intergovernmental Training Council (SITC) and was held on January 21, 2003 from 9:00 a.m. to 11:30 a.m. The meeting convened at the Ziggurat, and was hosted by Sandy Jimenez, from the Department of General Services' Training and Performance Enhancement Section. Thanks Sandy for the use of your beautiful auditorium, located at 707 Third Street in West Sacramento.

- **WELCOME AND AGENDA OVERVIEW (9:00 – 9:15 a.m.)**
Evelyn Hemenover and Joan Strohauer welcomed the attendees and went over the agenda.
- **CONTENT SESSION – ORGANIZATIONAL CHANGE AND TRANSITIONS – Captain Merle Switzer, Sacramento Sheriff's Department (9:15 – 9:45 a.m.)**
Captain Switzer says that successful change involves building the commitment necessary to make change happen. Without having enough commitment, the change will never take hold the way a leader envisions it. Employees will fall into one of four groups:
 - Those who **let** it happen (about 60 – 70%)
 - Those who **help/make** it happen (about 10 – 20%)
 - Those who **resist** it happening (about 20 – 30%)

Captain Switzer also gave us five steps to developing a commitment plan. They are:

- I** – Identify whose commitment is needed.
- D** – Determine the level of commitment needed.
- E** – Estimate the critical mass (the number of people necessary to leverage change successfully).
- A** – Assess how to get the commitment of the critical mass and develop a plan accordingly.
- S** – Status refers to creating a monitoring system.

Think of **I-D-E-A-S** when you think of building commitment, because you need to be creative.

Captain Switzer asked for comments from the attendees about current changes that they have experienced. They are as follows:

- Top Management
- Reorganization
- Layoff
- Budget Reductions
- Doing More with Less
- Technology
- Implementing a Strategic Plan
- Belief in Change
- Combining/Changing Job Classifications
- Hiring Freeze
- Reviewing Mandates
- Moving to a New Location/Merging Locations

Some changes are happening currently, which make them even harder to accept.

➤ **CONTENT SESSION – MANAGING IN TOUGH TIMES – Evelyn Hemenover and Kitty Williamson, State Training Center (10:00 – 11:00 a.m.)**

Prior to the DTO meeting, Susan Coats, from the State Training Center, had sent out a questionnaire to all DTO's, asking how the budget shortfall had affected your agency's training program. The responses we received are as follows, the most popular responses are listed first:

- Only approving job-required, job-related, mandatory, emergency, mission-critical (pick your adjective) training
- Training travel frozen, decreased or eliminated
- No or little impact this fiscal year
- Staff reductions
- More in-service training conducted
- Training dollars decreased or redirected
- Less out-service training approved
- More consideration of alternative training methods, such as e-learning, CD's videos, etc.
- Set up dedicated classes
- More training is planned to train existing staff
- Poor morale
- Holding informal meetings for managers as a method of sharing information and discussion ideas.

Kitty asked for additional comments and we received the following additions to the list:

- Non-General Fund \$
- Charging other agencies for services
- Doing away with cost-based training
- Focus on learning rather than training
- Training only competency-based assessments indicate that it is necessary

- Stagnant at the moment
- "Postpone" all training
- Training Office has to justify worth – be more creative
- Swap and share
- Losing off-site facility
- Promoting on-line learning
- More in-house Analytical and Leadership training
- Commitment from management
- More participants in classes
- Training Office divided – reorganized

Kitty divided the group into small groups of 6 – 10 people and asked them to address the following questions. Even though state agencies are operating under severe budget constraints, staff still needs essential training and skill development. How is your agency doing this? What other strategies are worth pursuing? The top five comments from each group are as follows:

- Departments using more in-house expertise – use of T-4-T
- Swap and share
- Transfer learning via informal ways, more brown-bag sessions
- Departments reevaluating reliance on vendor-provided training
- Link training with strategic plan goals, different training programs for top management
- Develop more in-house microsoft training
- Using on-line training for HR staff
- More e-learning or distance learning
- Identify/share best practices and teachers
- Have a Best Practices venue
- Adding training to technical job description (train others)
- Video training
- On-Line training
- Partnering with community colleges for call center staff
- Marketing to other agencies
- No cost in-house training
- ID actual needs through needs assessments
- Roll-out training: training core groups who train their staff
- Competency-Based Training
- Identify core competency training
- Short computer in-house training
- More unit level training
- More emphasis on internal consulting and facilitating
- Prioritize
- Only mandated training
- Distance Learning

➤ **ROUNDTABLE DISCUSSION (11:00 – 11:30 a.m.)**

Ree McLaughlin, Fire and Forestry Department, offered a long list resources and websites on workforce learning ideas to help you make the most of your training dollars. For more information, contact Ree at Ree.McLaughlan@fire.ca.gov.

Eileen Fuller asked what department's were doing about Upward Mobility Training. Ms. Fuller was referred to the State Personnel Board, as they oversee the Statewide Upward Mobility Program.

Gerry Agerbek, from the Department of Fire and Forestry Protection, recommended the Trainers Certificate Program through CSUS, CCE. For more information, contact Jan Geiger at geigerj@csus.edu.

Joan Strohauer announced that the next SITC meeting will be on April 16, 2003 at the Department of Education. For more information, contact Joan at jstrohau@cde.ca.gov.

The new Departmental Training Officers attending the meeting were:
Marlene Schultz, Department of Personnel Administration
Anna King, Prison Industry Authority
Shari Messner – Education
Hua Chu – Pesticide Regulation
Dane Jones – Department of Mental Health

The next Department Training Officer Meeting will be held on March 20, 2003, location to be announced. We would like to communicate with you via e-mail. If you do not receive a copy of this agenda electronically, we probably don't have your e-mail address. If you know of other staff in your department who are interested in attending these meetings, please forward this information to them and have them contact STC to be added to the mailing list. Contact Susan Coats at (916) 324-4055 or via e-mail at susancoats@dpa.ca.gov.

LIST OF ATTENDEES
January 21, 2003

Name	Department	Phone Number
Pat Lewis	DWR	653-6872
Tracey James	STC	324-4052
Joan Strohauer	CDE	319-0679
Merle Switzer	Sac Sheriff	876-5709
Rhonda Morris	Lottery	322-5659
George Steinert	STC	324-4063
Lynne Prettyman	EDD	464-0324
Pam Burke	DSS	323-4420
Jonathan Clarkson	DSS	657-4049
Anna King	PIA/CDC	358-1788
Tamara Wheeler	DDS	654-1855
Becky Maucieri	DMHC	445-7491
Zori Lozano	SWRCB	341-5282
Carolyn Nelson	DTSC	322-7342
Madeline Journey-Lynn	ADP	324-4397
Kathryn King	ADP	322-6470
Sandy Jimenez	DGS	376-5376
Michele Forsberg	EDD	464-3167
Bob Bartlett	EDD	464-2989
Jayne Nielsen	EDD	464-2678
Georgina Leathem	OES	845-8258
Pamela Cline	OES	845-8585
Jan Geiger	CSUS	278-4524
Hua Chu	CDPR	445-4162
Bill Stanglin	Teale	464-4577
Ann White	PUC	(415) 703-5621
Janet Wight	Conservation	322-2568
Anthony A. Ampania	Transportation	227-9759
Ella Graham	Education	319-0538
Shari Messner	Education	319-0538
Norman Lim	Child Supp. Svcs.	464-5078
Kerri L. Arndt	Insurance	854-5728
Jill Somers	Conservation	327-2780
Nancy Wallace	CalPERS	658-1350
Karen Lombard	Parks and Rec	651-8264
Ree McLaughlan	CDF	(209) 274-5507
Gerry Agerbek	CDF	445-8168
Nancy Nieland	Corrections	(209) 744-5000
Rob Mata	Corrections	(209) 744-5021
Eileen Fuller	CDVA	653-1700
Dane Jones	Mental Health	(707) 448-6841
Susan Connelly	FTB	845-3318
Donald Seibel	ABC	263-6911
Joanne Miller	CalSTRS	229-4696
Kathy M. Jones	DCA/CSLB	255-2786
Cecila Corral	FTB	845-4780

Name	Department	Phone Number
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Jennifer Bettenant	FTB	845-4780
Cathy Mouchka	FTB	845-4780
Frances Vasquez	Youth Authority	(209) 944-1343
Ron Franceschi	DHS	651-9707
Jan Spano	CDA	322-9296
Rebecca Botelho-Tanihara	OES	845-8259
John Pizzuti	CYA	(209) 944-1323
Diane Hampton	CYA	(209) 944-1332
Marlene Schultz	DPA	324-9404
Jodi Traversaro	SBOE	323-0195